

Human Resources Metrics

CCH Board of Directors

Barbara Pryor
Chief Human Resources Officer

November 22, 2019



COOK COUNTY
HEALTH

Metrics



COOK COUNTY
HEALTH

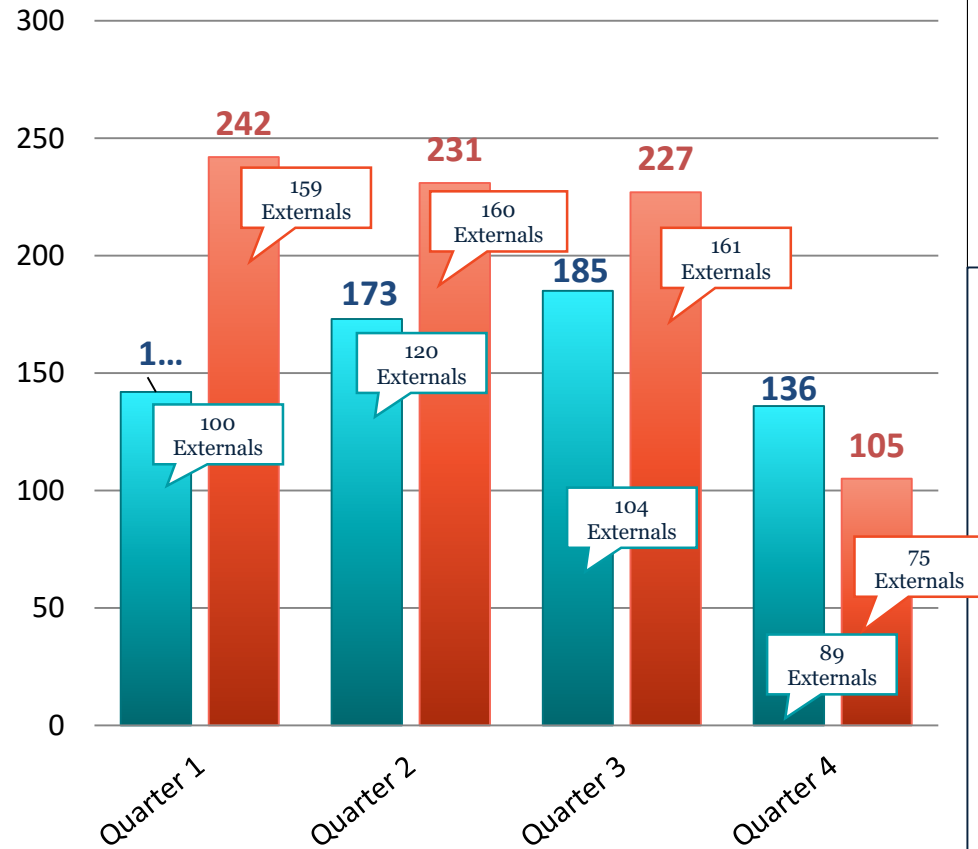
CCH HR Activity Report

Thru 10/31/2019

FILLED POSITIONS

■ 2018 Filled (636) | Externals (413)

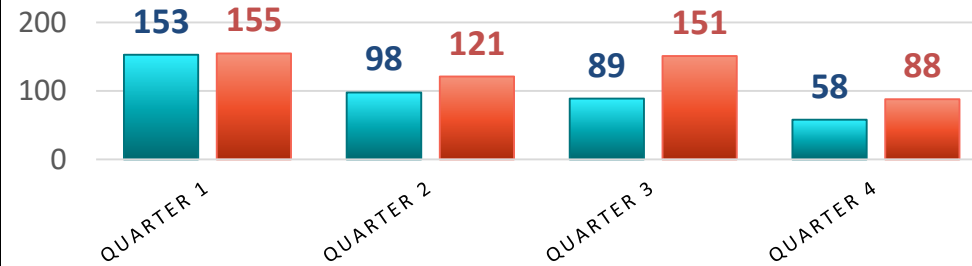
■ 2019 Filled (805) | Externals (555)



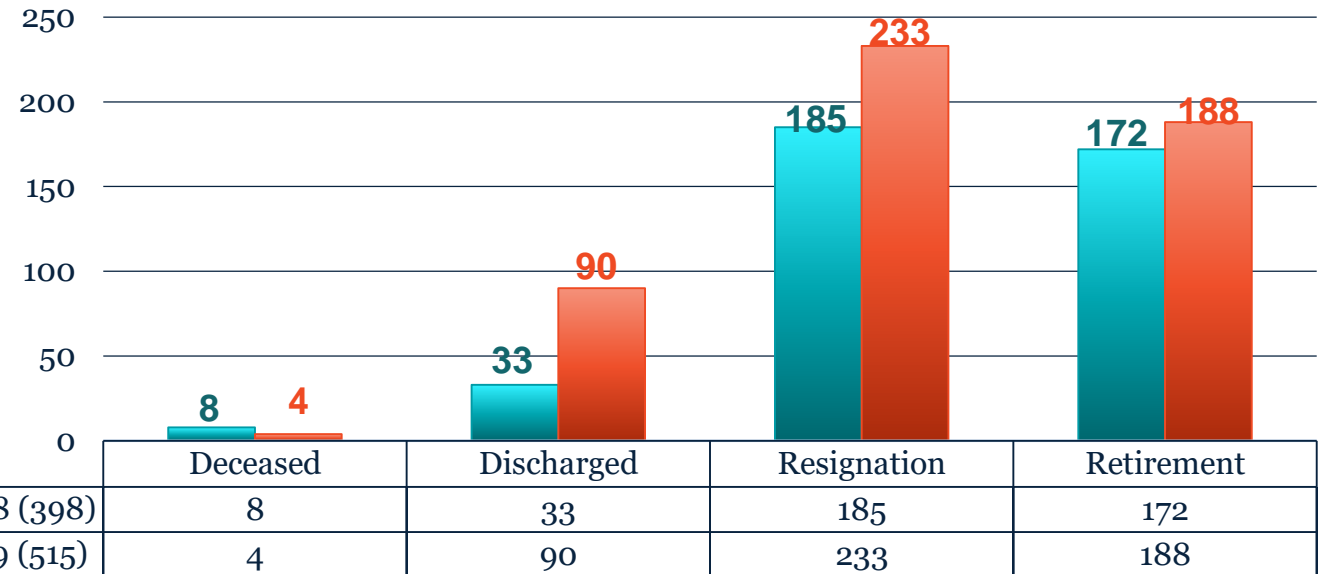
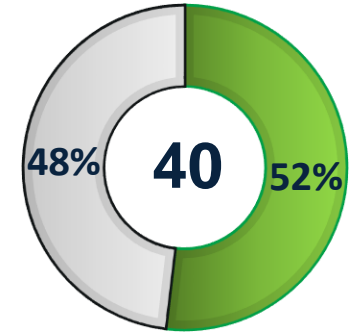
SEPARATIONS

■ 2018 Separations (398)

■ 2019 Separations (515)



NET



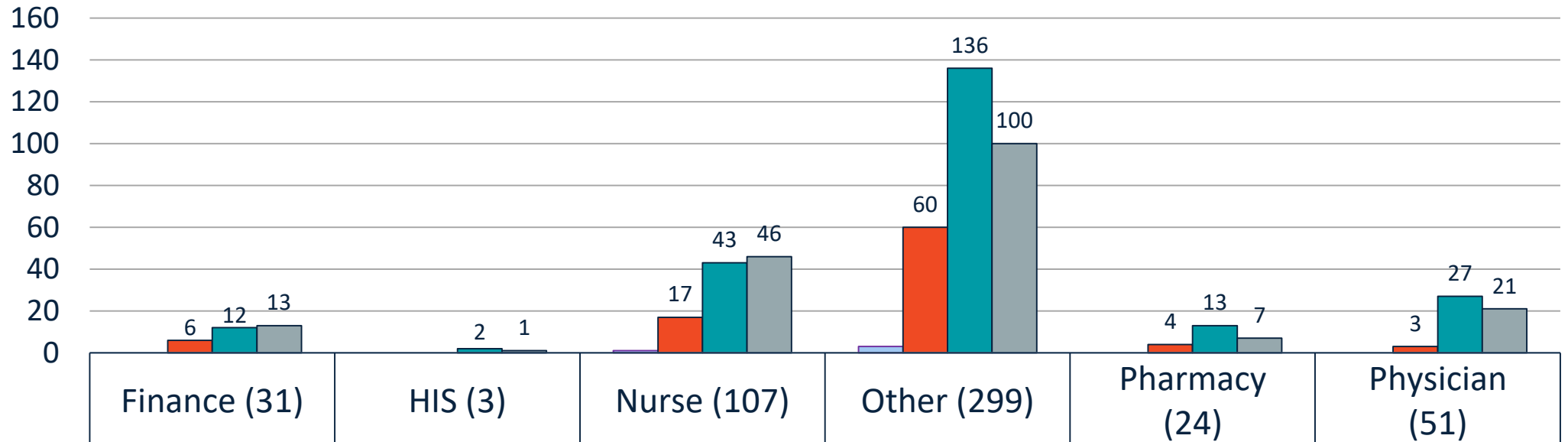
COOK COUNTY
HEALTH

Does not include Consultants, Registry and House Staff

CCH HR Activity Report

Thru 10/31/2019

SEPARATIONS BY CLASSIFICATION - 515

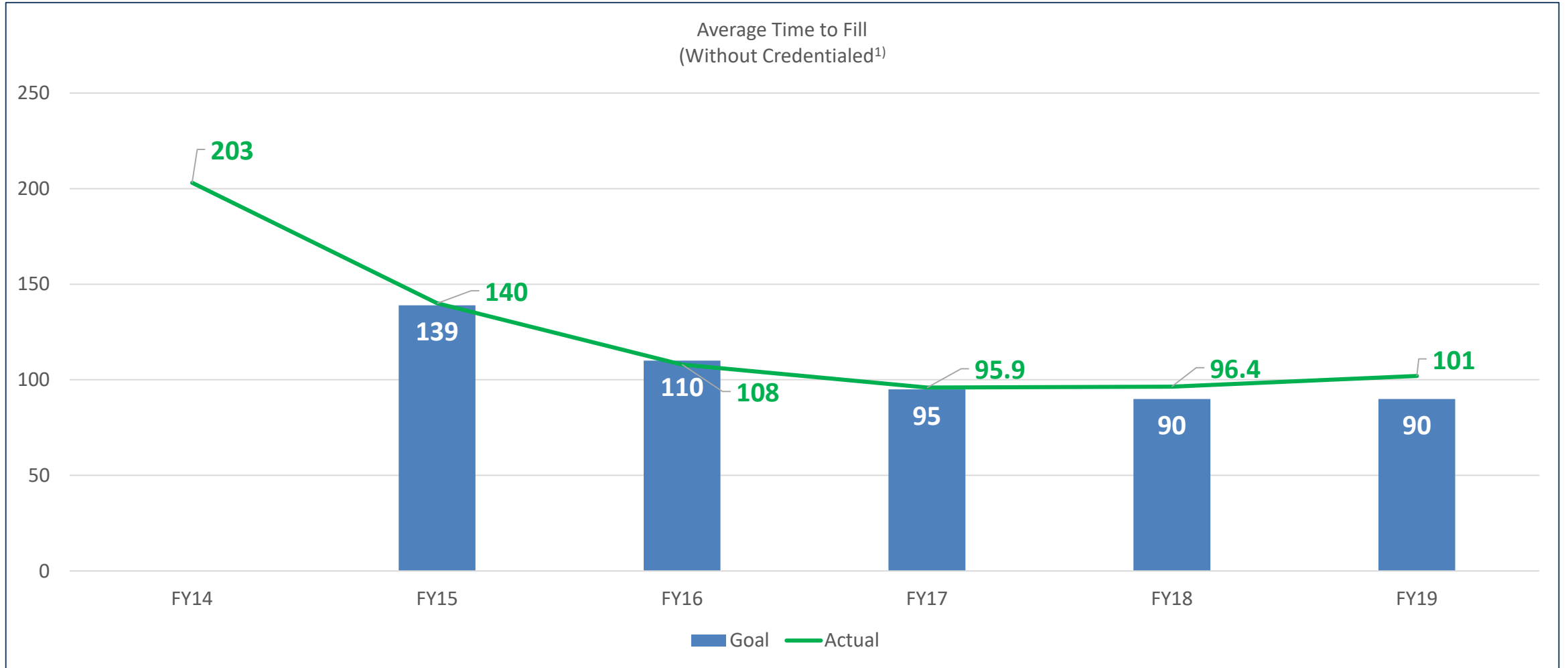


	Finance (31)	HIS (3)	Nurse (107)	Other (299)	Pharmacy (24)	Physician (51)
Deceased (4)			1	3		
Discharged (90)	6		17	60	4	3
Resignation (233)	12	2	43	136	13	27
Retirement (188)	13	1	46	100	7	21



CCH HR Activity Report

Improve/Reduce Average Time to Hire*



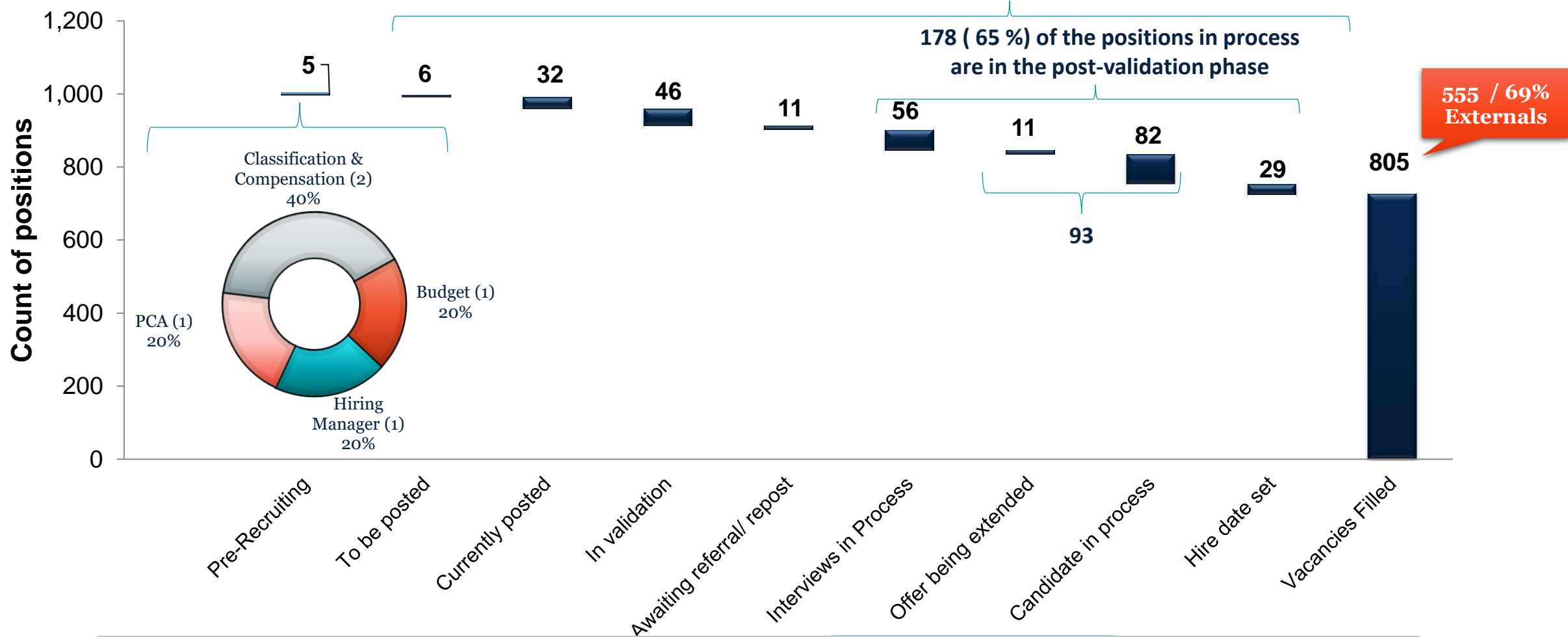
CCH HR Activity Report – Hiring Snapshot

Thru 10/31/2019

Clinical Positions – 209 / 77%

Non-Clinical Positions – 64 / 23%

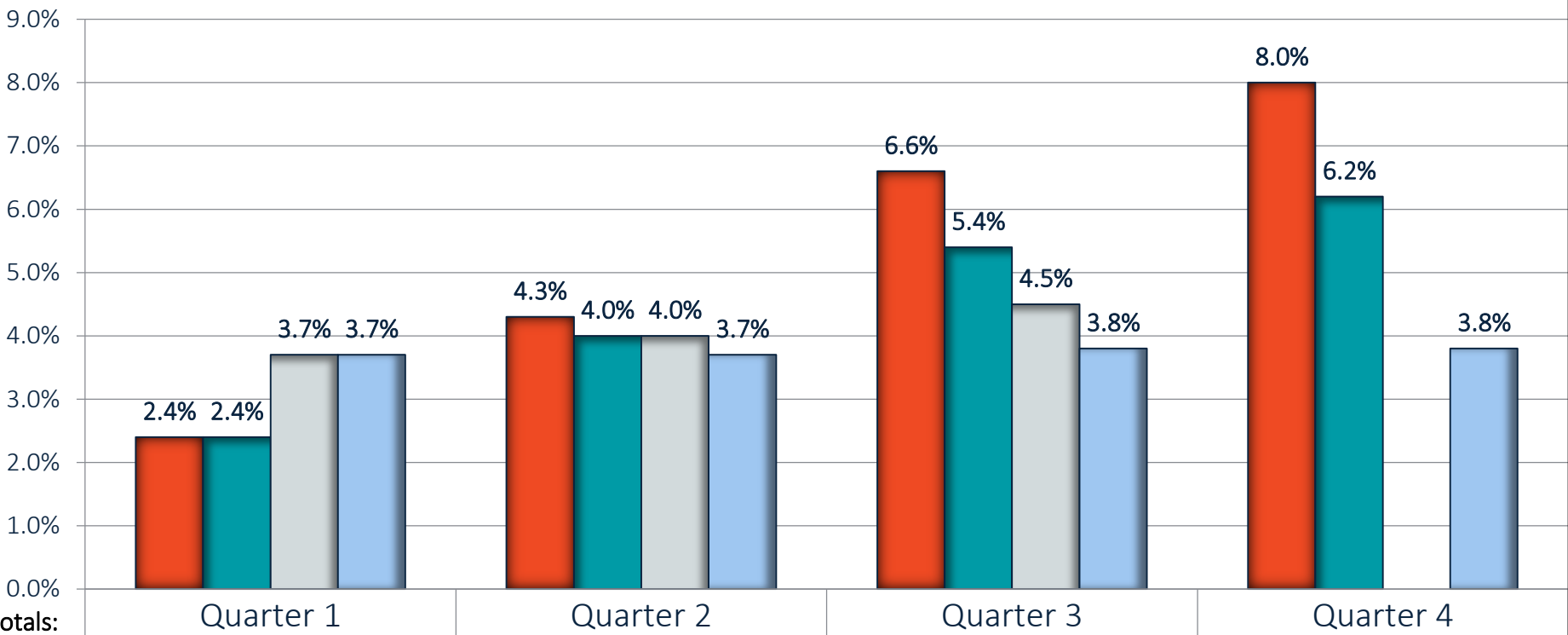
273 Positions in Recruitment



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CCH HR Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 6,409



YTD Cumulative Totals:	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FY19 CCH Turnover	2.4%	4.3%	6.6%	8.0%
FY18 CCH Turnover	2.4%	4.0%	5.4%	6.2%
FY17 U.S. IL Health & Hospital Assoc. Turnover Data	3.7%	4.0%	4.5%	No Report
FY19 U.S. Dept. of Labor Turnover Data	3.7%	3.7%	3.8%	3.8%



Thank you.



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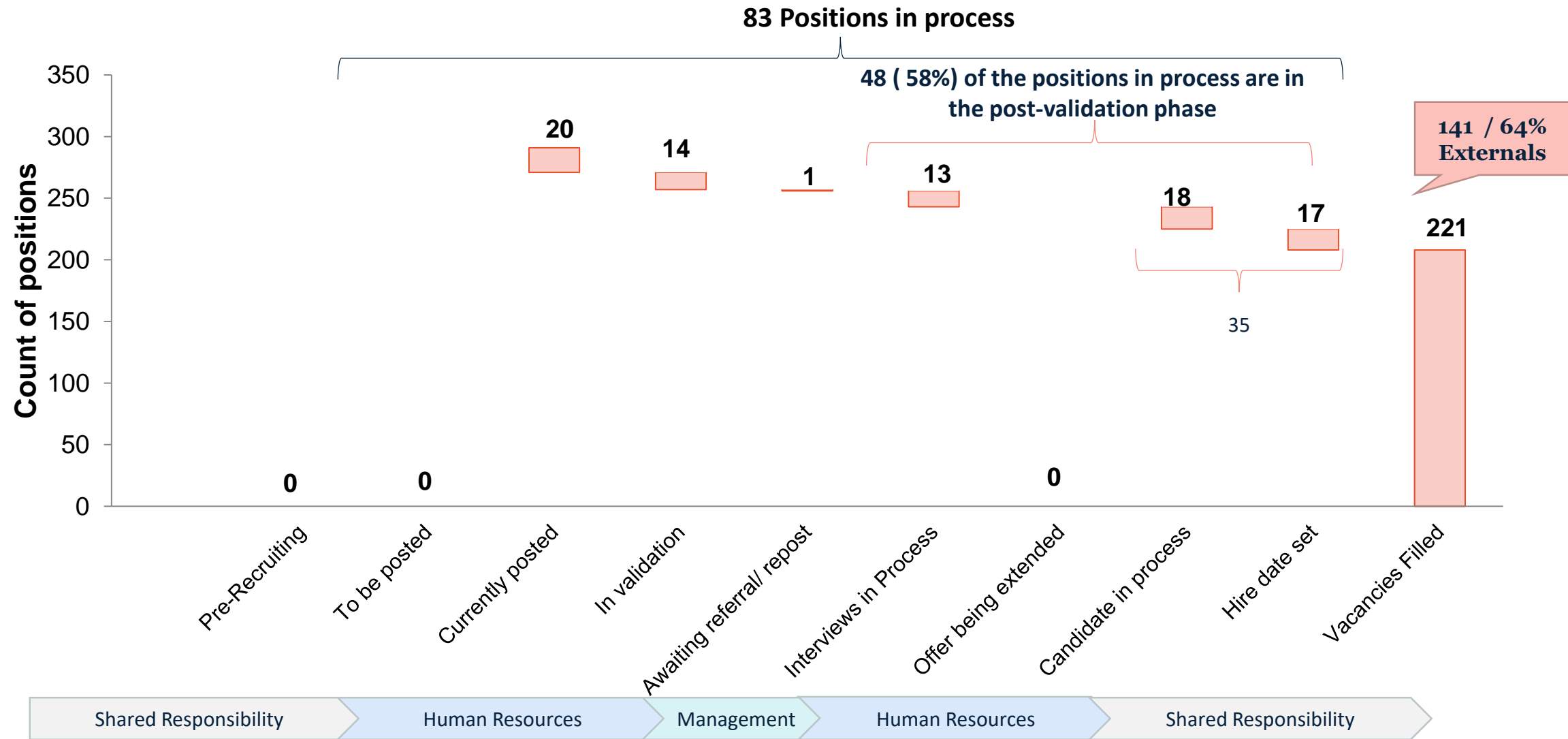
Appendix



COOK COUNTY
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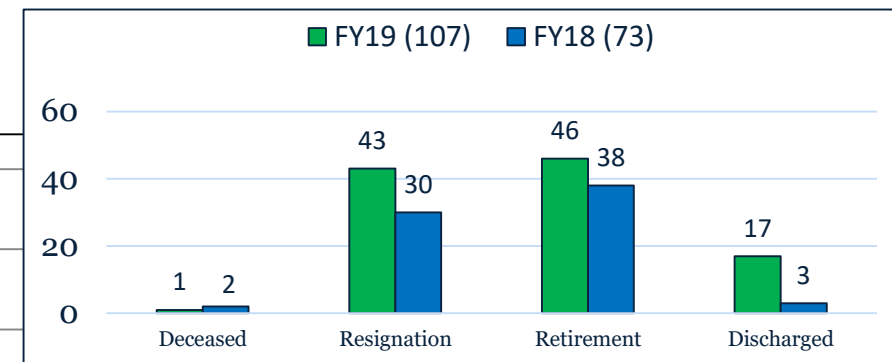
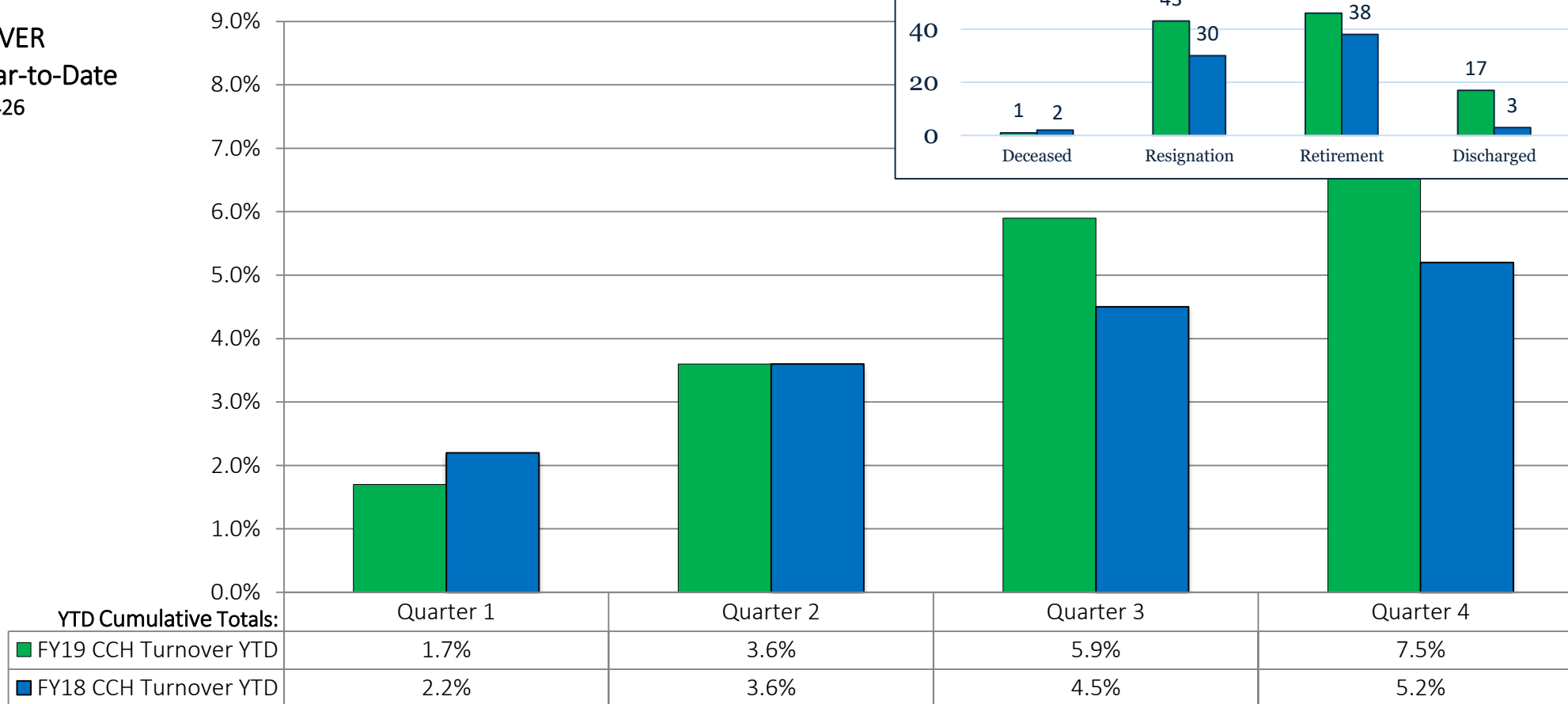
CCH HR Activity Report – Nursing Hiring Snapshot

Thru 10/31/2019



Nursing Activity Report – Turnover

CCH TURNOVER
Turnover Year-to-Date
Head Count: 1,426



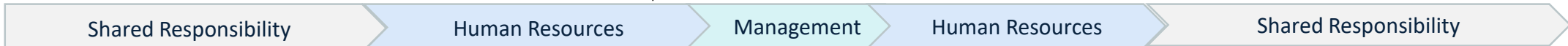
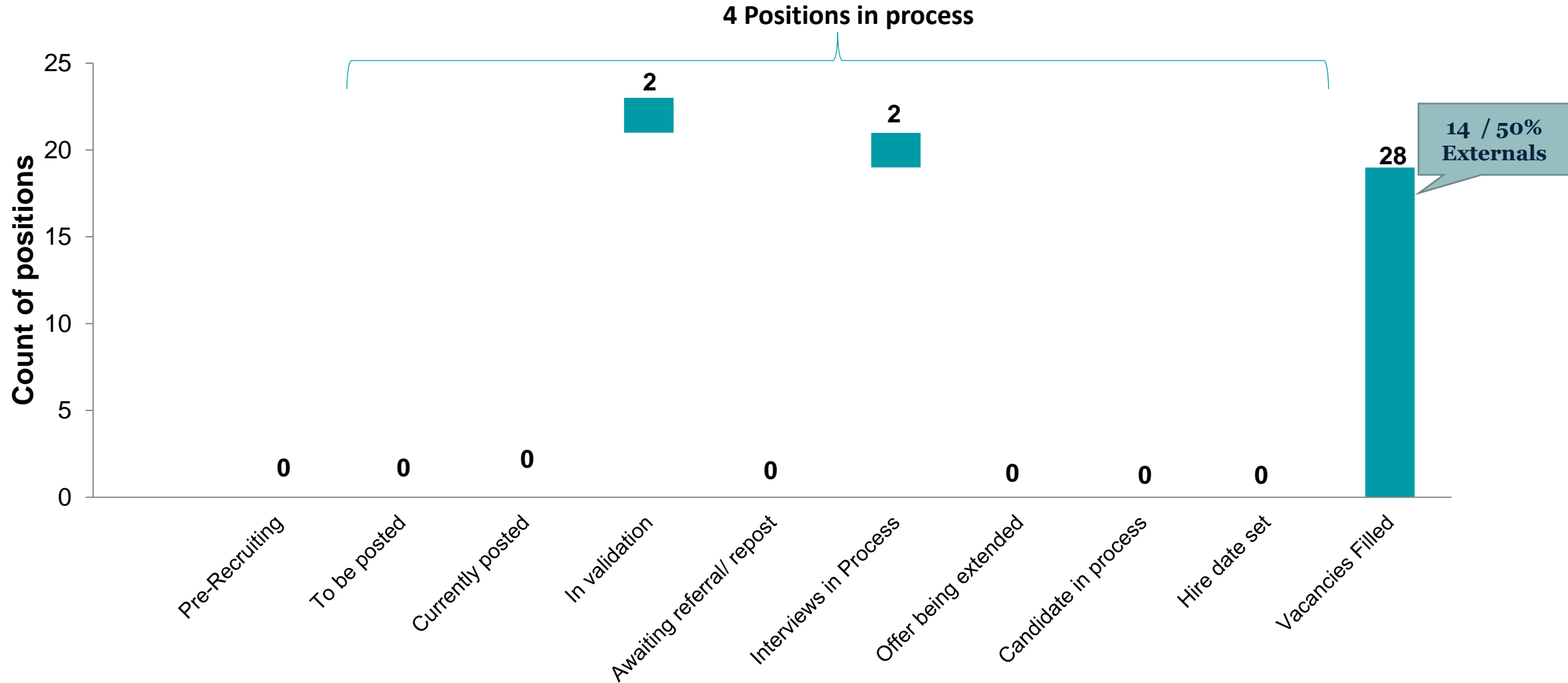
Include Registry

FY19 data is through 10/31/2019



CCH HR Activity Report – Finance Hiring Snapshot

Thru 10/31/2019



CountyCare Update

Prepared for: CCH Board of Directors

James Kiamos

CEO, CountyCare

November 22, 2019



Current Membership

Monthly membership as of November 5, 2019

Category	Total Members	ACHN Members	% ACHN
FHP	210,567	16,411	7.8%
ACA	72,580	12,612	17.4%
ICP	29,639	5,847	19.7%
MLTSS	6,008	0	N/A
Total	318,794	34,870	10.9%

ACA: Affordable Care Act

FHP: Family Health Plan

ICP: Integrated Care Program

MLTSS: Managed Long-Term Service and Support (Dual Eligible)

Source: CCH Health Plan Services Analytics



Managed Medicaid Market

Illinois Department of Healthcare and Family Services September 2019 Data

Managed Care Organization	Cook County Enrollment	Cook County Market Share
*CountyCare	318,196	31.5%
Blue Cross Blue Shield	238,751	23.7%
Meridian (a WellCare Co.)	226,419	22.4%
IlliniCare (a Centene Co.)	108,391	10.7%
Molina	65,325	6.5%
*Next Level	52,197	5.2%
Total	1,009,279	100.0%

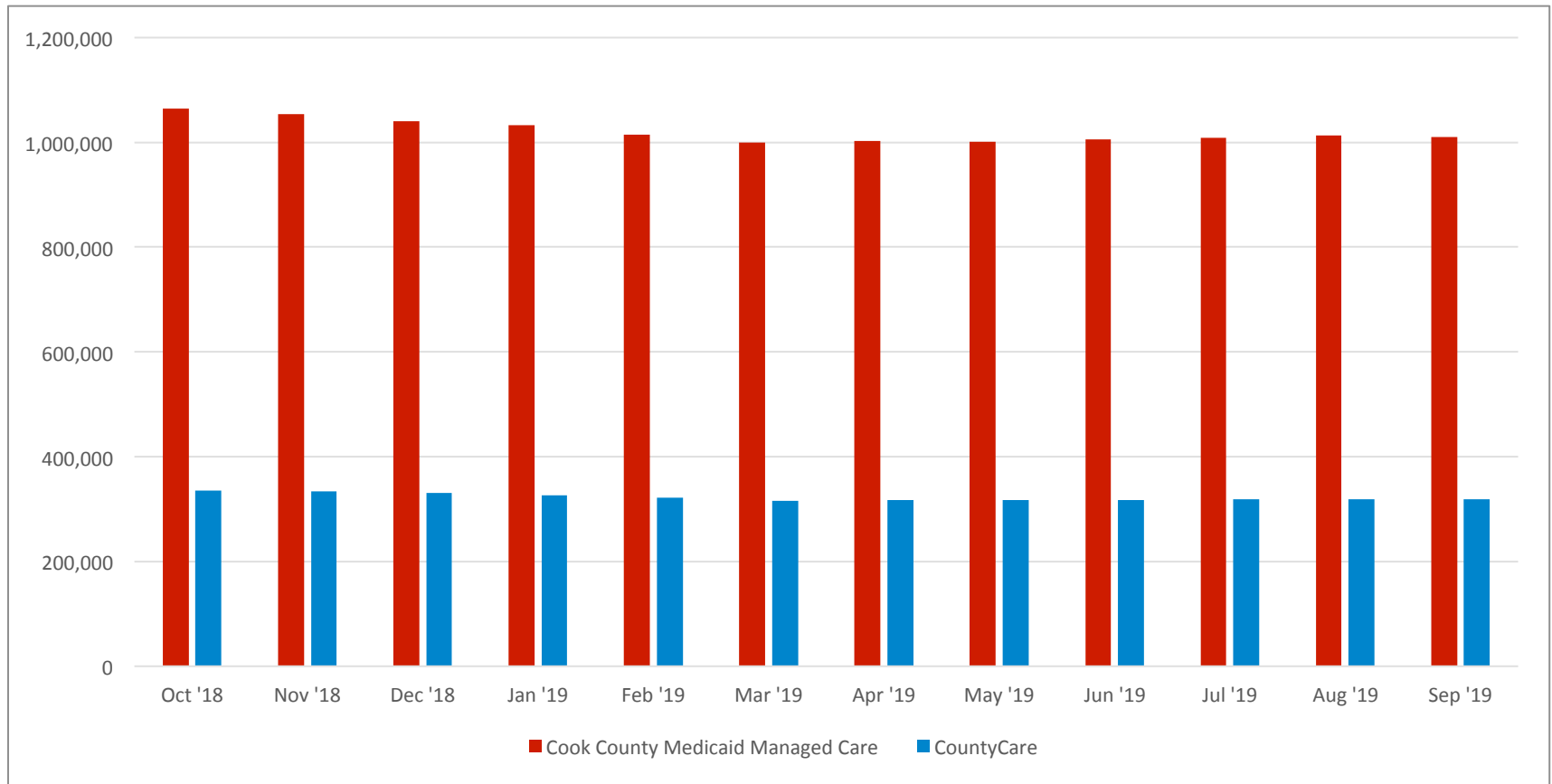
* Only Operating in Cook County

Meridian and WellCare (dba Harmony) merged as of 1/1/2019. Pending Merger with Centene (dba IlliniCare)

Source: <https://www.illinois.gov/hfs/MedicalProviders/cc/Pages/TotalCCEnrollmentforAllPrograms.aspx>



IL Medicaid Managed Care Trend in Cook County

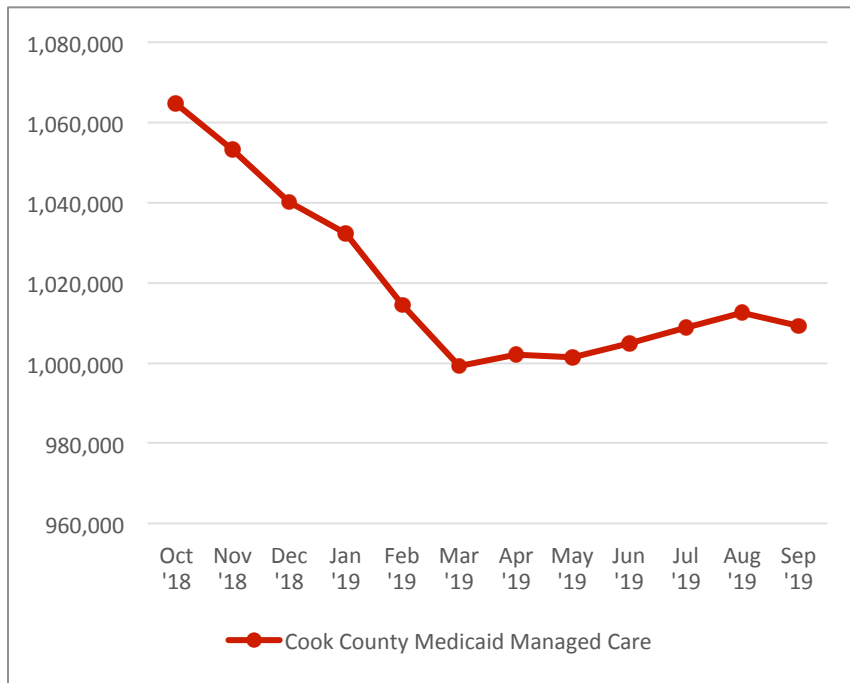


- Cook County Medicaid managed care membership declining by 5.2% within the past year. CountyCare has experienced a decline of 5.0%

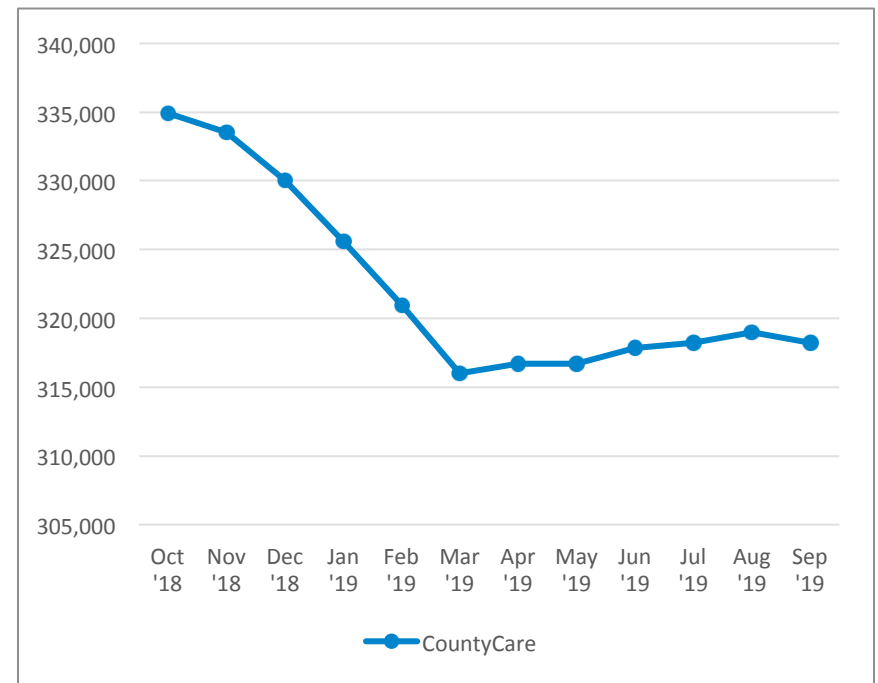
Source: <https://www.illinois.gov/hfs/MedicalProviders/cc/Pages/TotalCCEnrollmentforAllPrograms.aspx>

IL Medicaid Managed Care Trend in Cook County (charts not to scale)

Cook County Medicaid Managed Care



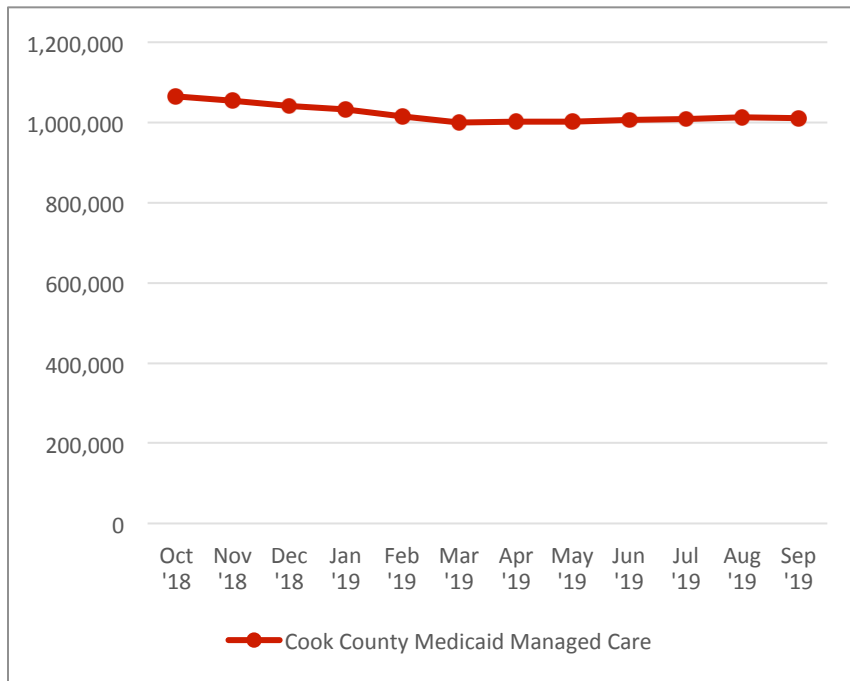
CountyCare



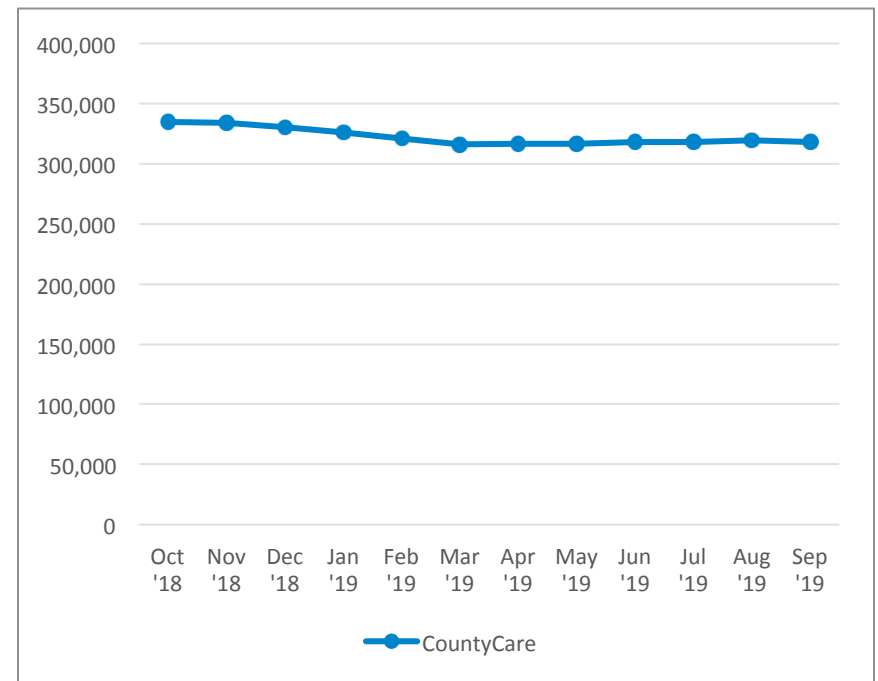
- CountyCare's monthly enrollment trend closely follows the overall Managed Care enrollment trend in Cook County

IL Medicaid Managed Care Trend in Cook County

Cook County Medicaid Managed Care



CountyCare



- CountyCare's monthly enrollment trend closely follows the overall Managed Care enrollment trend in Cook County

Overall Care Management Performance

		Performance		
Key Metrics	Market %	Jul	Aug	Sep
Completed HRS/HRA (all populations)				
Overall Performance	40%	64.6%	66.3%	67.0%
Completed Care Plans on High Risk Members				
Overall Performance	65%	61.7%	62.2%	62.0%

CountyCare's high-risk percentage exceeds the State's requirement of 2% for Family Health Plan and 5% for Integrated Care Program

Source: CCH Health Plan Services Analytics



Claims Adjudication & Payment

		Performance		
Key Metrics	State Goal	Jul	Aug	Sep
Claims Payment Turnaround Time				
% of Clean Claims Adjudicated < 30 days	90%	97.4%	95.8%	95.9%
% of Claims Paid < 30 days	90%	44.9%	32.2%	34.2%

Source: CCH Health Plan Services Analytics

QPS Quality Dashboard



November 15, 2019



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HEALTH

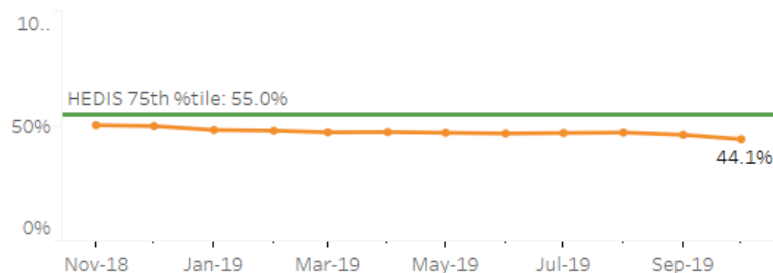


COOK COUNTY HEALTH

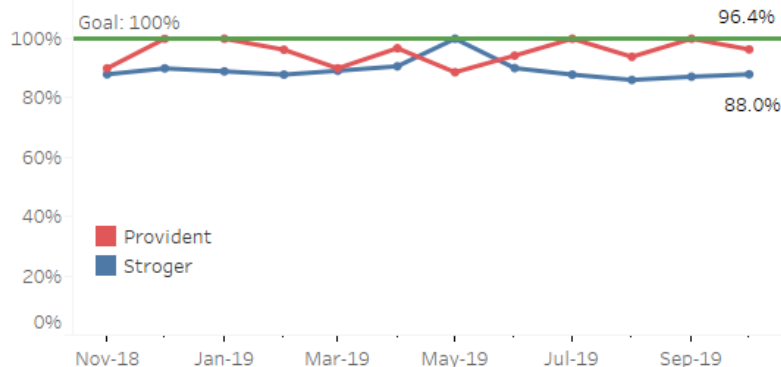
Quality Dashboard
November 15, 2019

Health Outcomes

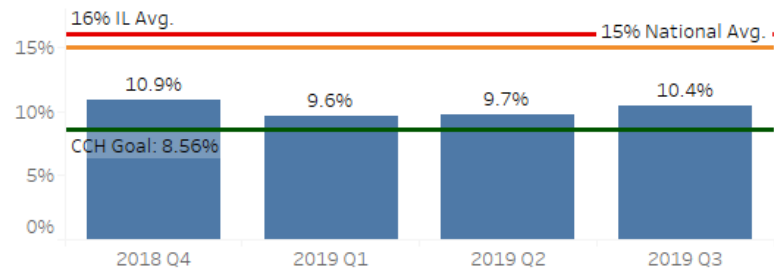
HEDIS - Diabetes Management: HbA1c < 8%



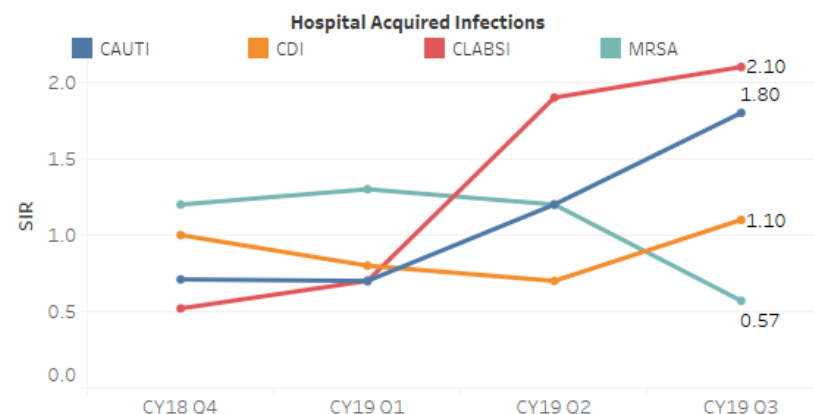
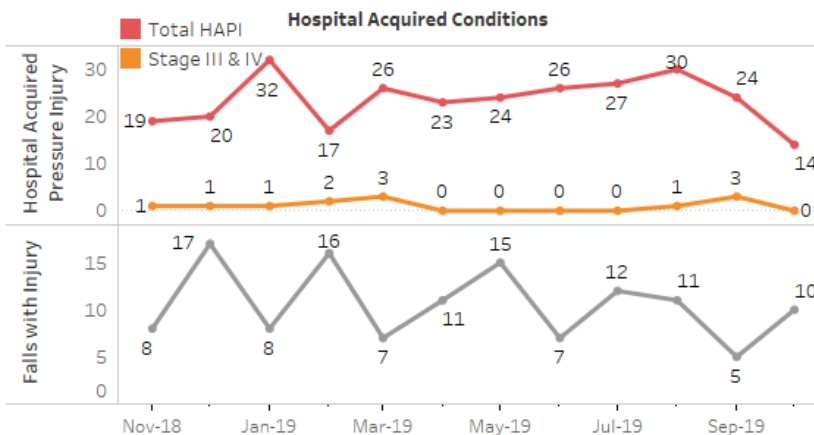
Core Measure - Venous Thromboembolism (VTE) Prevention



30 Day Readmission Rate



Patient Safety

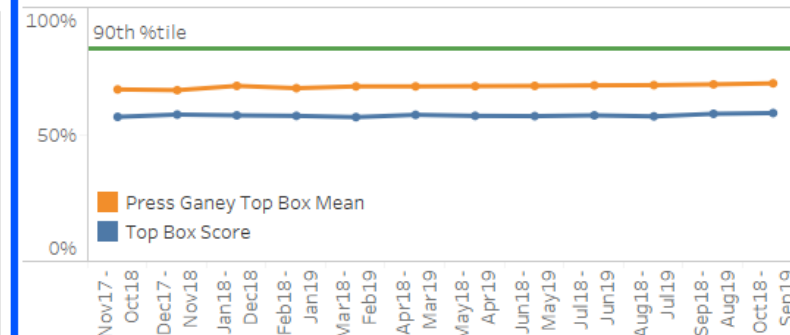


SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

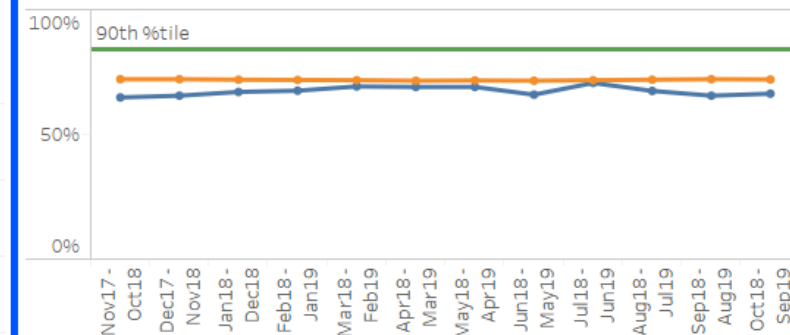
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
CAUTI	0	1	3	1	1	2	1	2	5	6	2	3
CDI	10	4	4	6	2	6	5	4	4	9	5	7
CLABSI	0	0	2	1	0	2	2	2	3	2	4	1
MRSA	0	1	0	1	0	1	0	0	2	0	0	1

Utilization

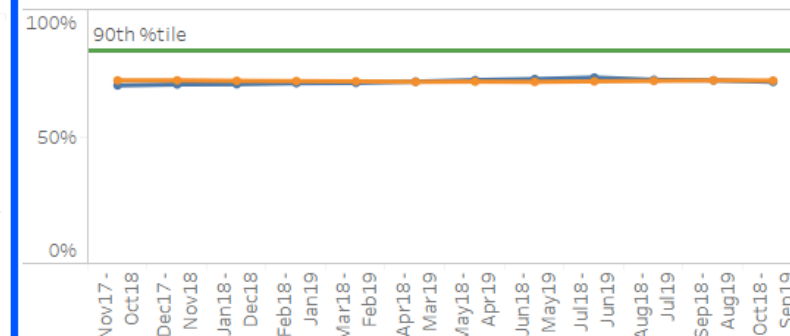
ACHN--Overall Clinic Assessment



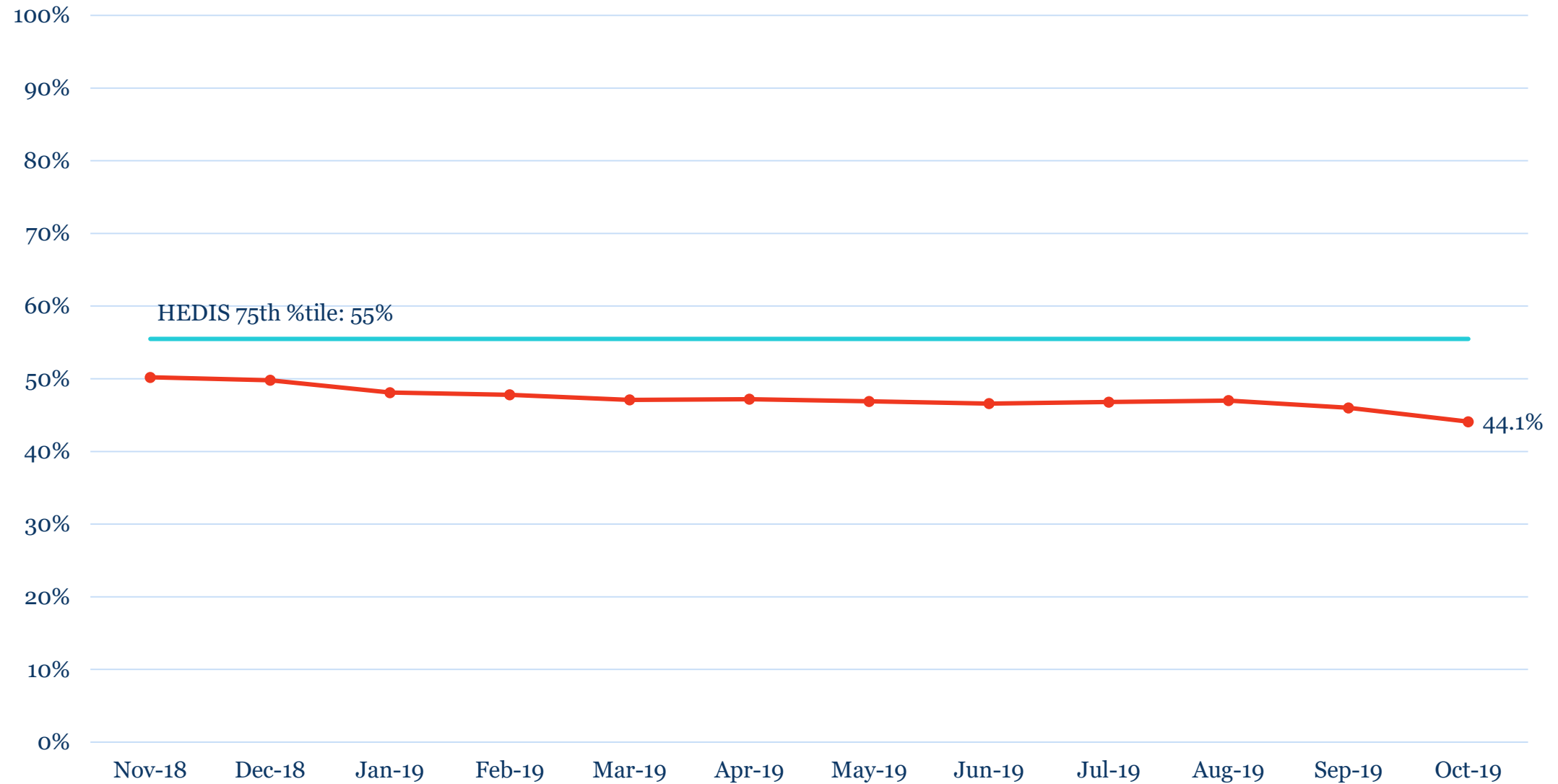
Provident--Willingness to Recommend Hospital



Stroger--Willingness to Recommend Hospital

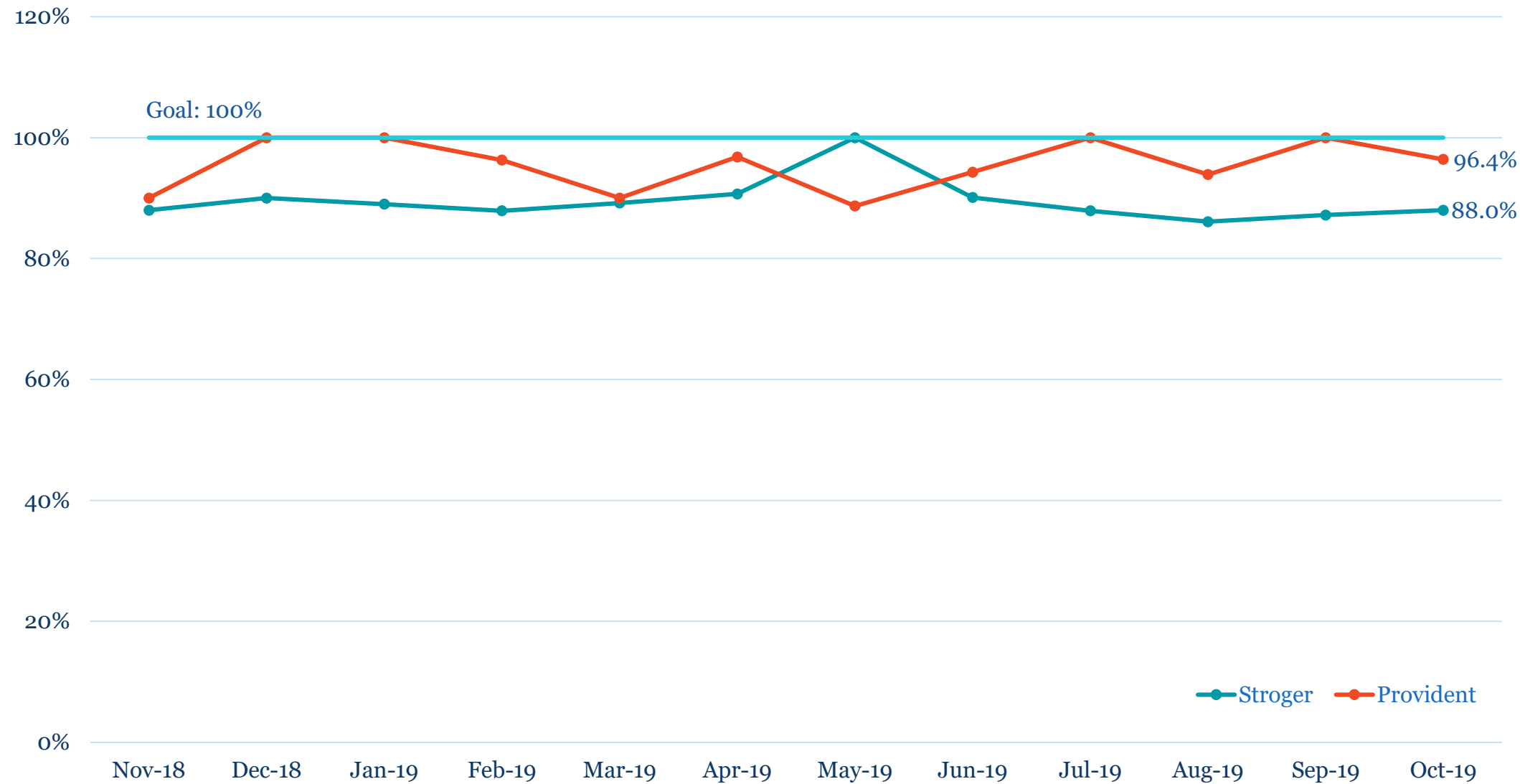


HEDIS – Diabetes Management: HbA1c < 8%



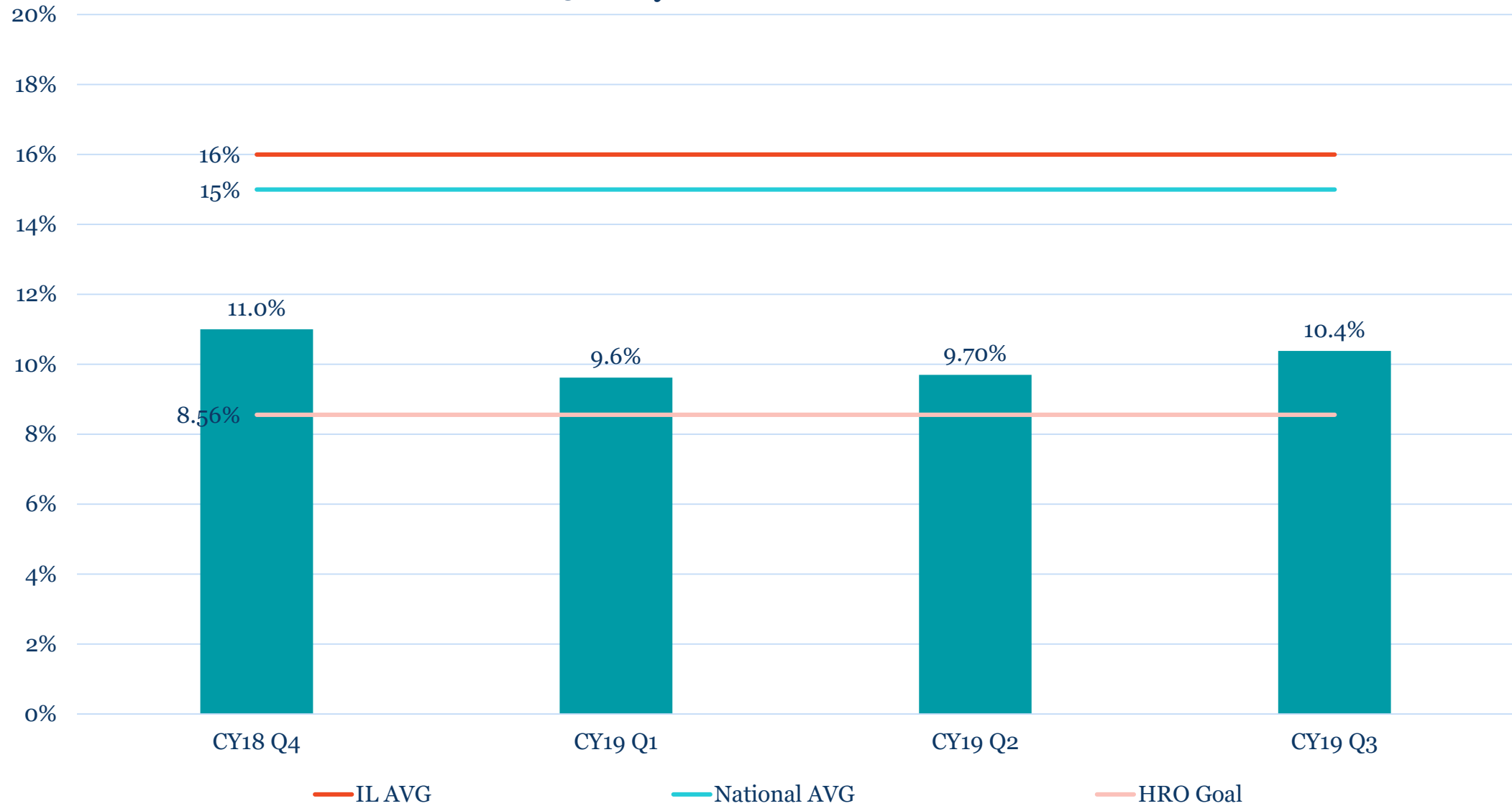
Source: Business Intelligence

Core Measure – Venous Thromboembolism (VTE) Prevention



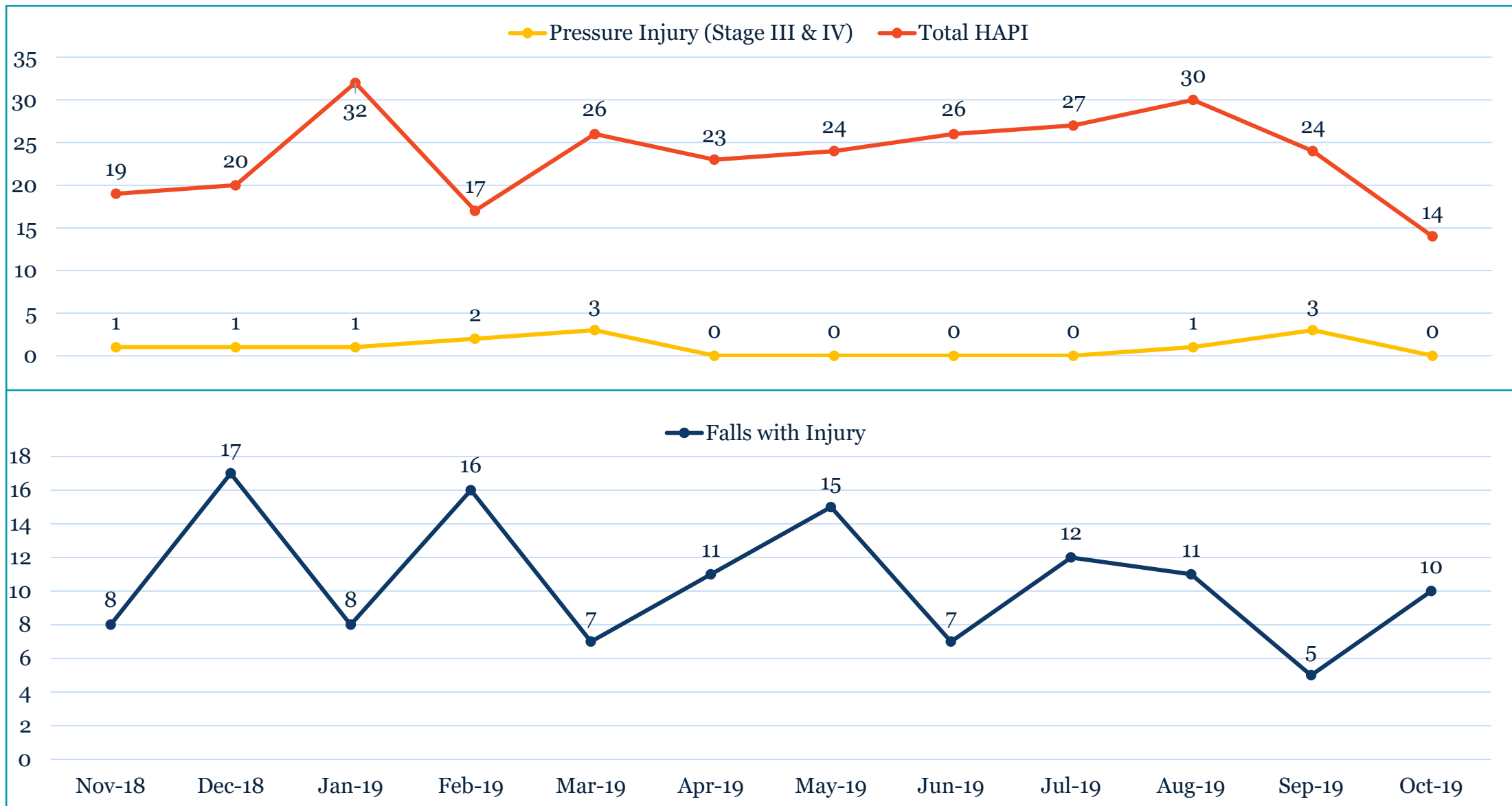
Source: Quality Dept.

30 Day Readmission Rate

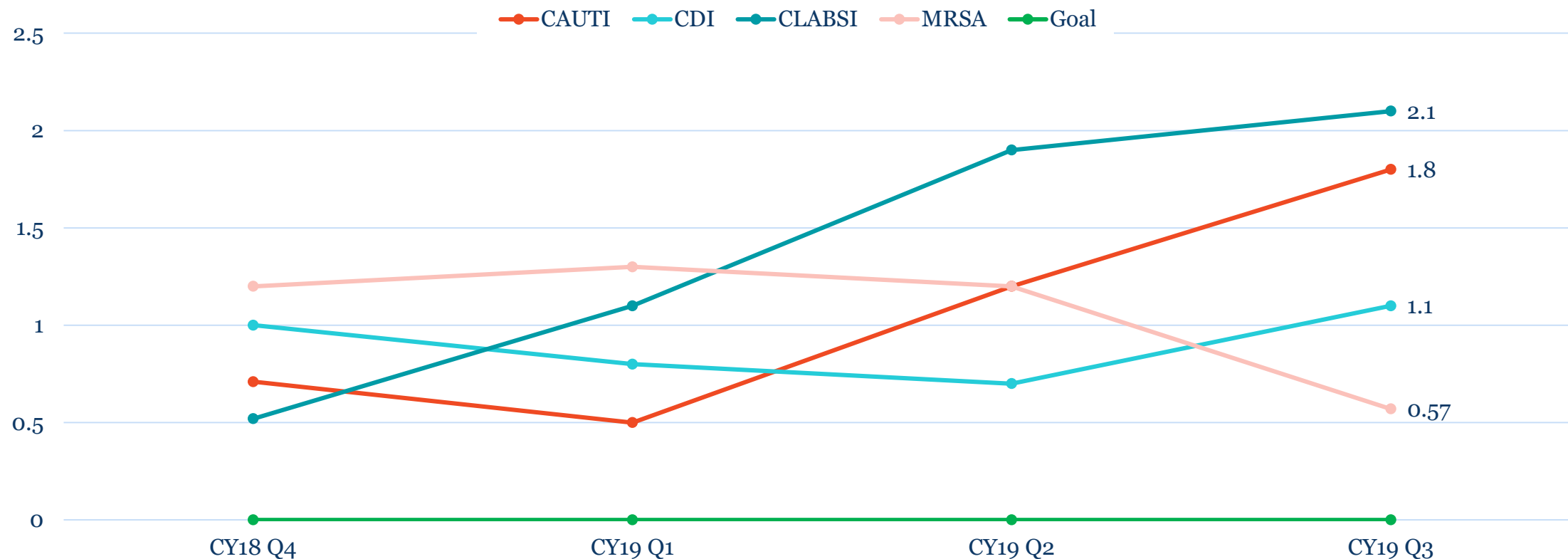


Source: Business Intelligence

Hospital Acquired Conditions



Hospital Acquired Infections



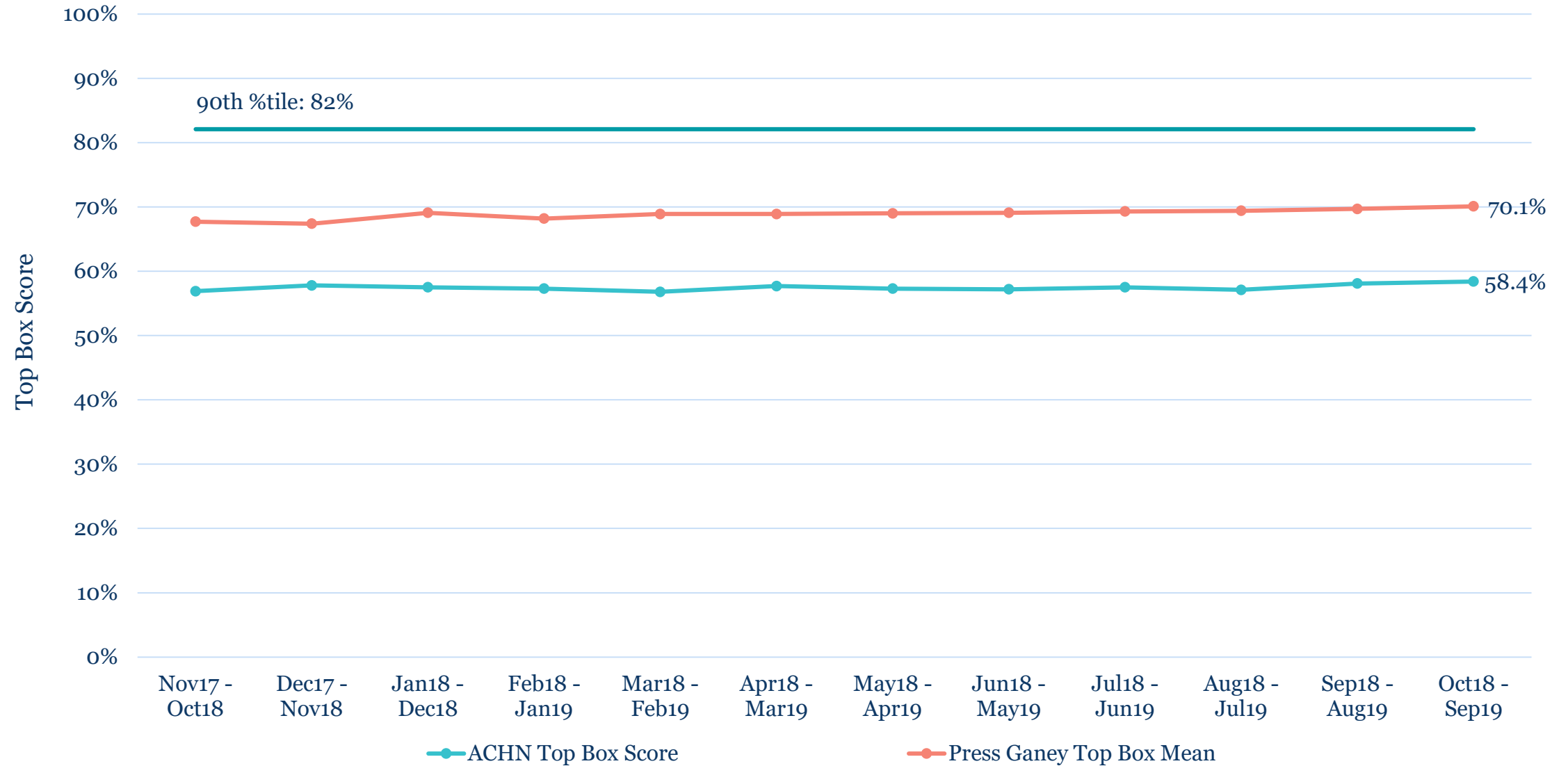
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
CAUTI	0	1	3	1	1	2*	1	2*	5	6	2	3
CDI	10	4	4	6	2	6	5	4	4	9	5	7
CLABSI	0	0	2	1	0	2*	2	2	3	2	4	1
MRSA	0	1	0	1	0	1	0	0	2	0	0	1

*Amended

SIR (Standardized Infection Ratio) is a summary measure which compares the actual number of Healthcare Associated Infections (HAI) in a facility with the baseline data for standard population. SIR > 1.0 indicates more HAIs were observed than predicted, conversely SIR of < 1.0 indicates that fewer HAIs were observed than predicted.

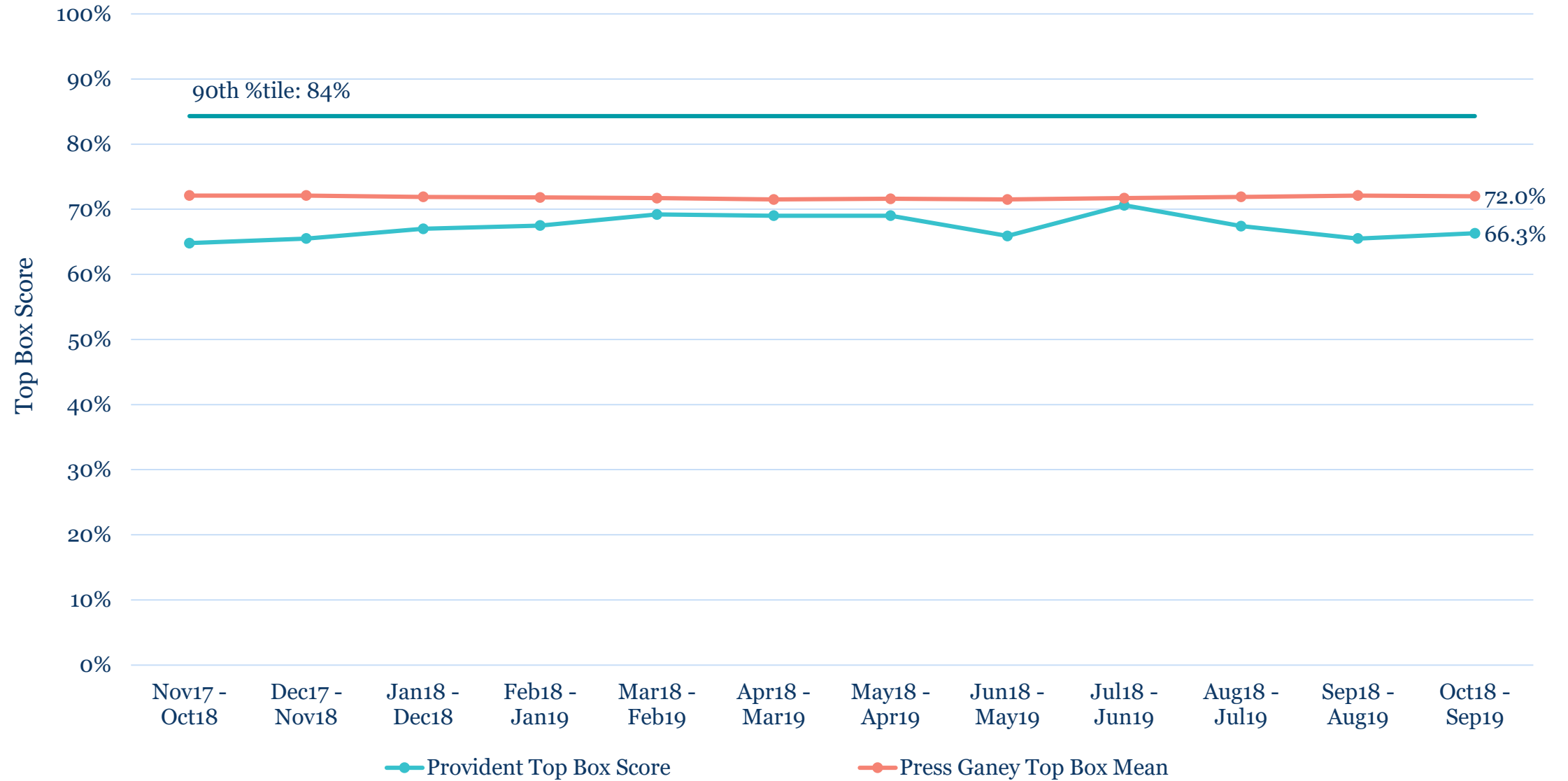
Source: Infection Control Dept.

ACHN – Overall Clinic Assessment



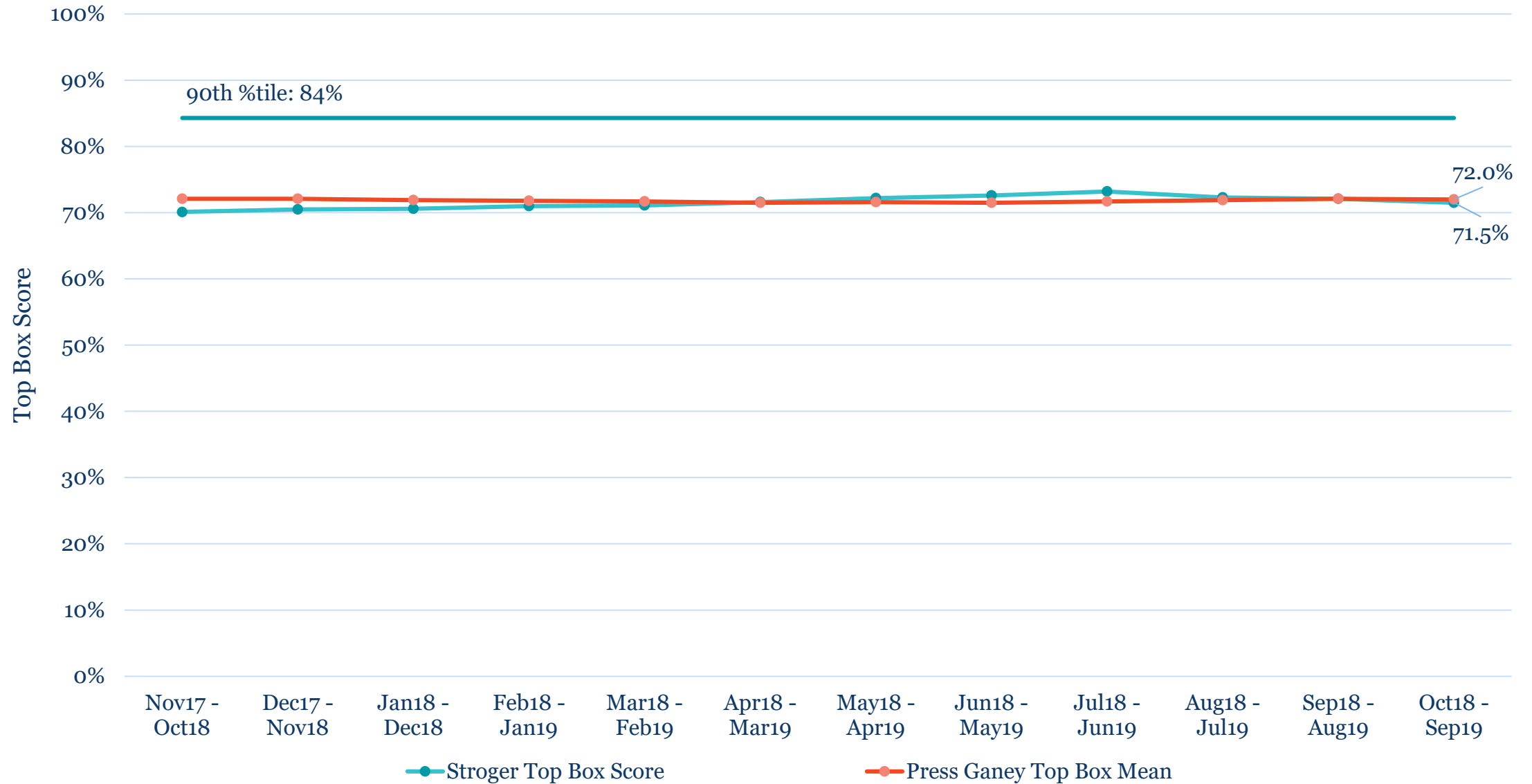
Source: Press Ganey

Provident – Willingness to Recommend the Hospital



Source: Press Ganey

Stroger – Willingness to Recommend the Hospital



Source: Press Ganey

Measure Name	Measure Definition	Source
Diabetes Management HbA1c <8%	Adults ages 18-75 with diabetes (type 1 or type 2) where HbA1c is in control (<8.0%). Qualifying patients: - Age 18-75 years as of December 31 of current year AND two diabetic Outpatient/ED visits in the current year or previous year OR -One diabetic Inpatient visit in the current year or previous year OR -Prescribed insulin or hypoglycemic or antihyperglycemics in the current year or previous year	NCQA, HEDIS
Core Measure-Venous Thromboembolism (VTE) Prevention	Percentage of surgical patients aged 18 years and older undergoing procedures for which venous thromboembolism (VTE) prophylaxis is indicated, who had an order for Low Molecular Weight Heparin (LMWH), Low- Dose Unfractionated Heparin , adjusted-dose warfarin, fondaparinux or mechanical prophylaxis to be given within 24 hours prior to incision time or within 24 hours after surgery end time	CMS
Readmission Rate	The readmission measures are estimates of unplanned readmission to an acute care hospital in the 30 days after discharge from a hospitalization. Patients may have had an unplanned readmission for any reason.	CMS
Hospital Acquired Pressure Injuries	A pressure injury is localized damage to the skin and underlying soft tissue usually over a bony prominence or related to a medical or other device. Full thickness pressure injuries involve the epidermis and dermis, but also extend into deeper tissues (fat, fascia, muscle, bone, tendon, etc.)	CMS, AHRQ
Falls with Injury	A patient fall is an unplanned descent to the floor (or extension of the floor, e.g., trash can or other equipment) with injury to the patient.	TJC, NDNQI
Hospital Acquired Infections - CAUTI	Catheter-associated urinary tract infections	NHSN
Hospital Acquired Infections - CDI	Clostridium difficile intestinal infections	NHSN
Hospital Acquired Infections - CLABSI	Central line-associated bloodstream infections	NHSN
Hospital Acquired Infections - MRSA	Methicillin-resistant Staphylococcus Aureus blood infections	NHSN
Press Ganey Patient Satisfaction Top Box Score	The percentage of responses in the highest possible category for a question, section, or survey (e.g. percentage of 'Very Good,' or 'Always' responses).	Press Ganey
Press Ganey Patient Satisfaction Percentile Rank	A percentile rank tells you where your score falls in relationship to other scores. Percentile rank for any given metric in any peer group is determined by ordering all facilities' scores from highest to lowest, then each score receives a percentile rank by determining the proportion of the database that falls below that score. For example, if your percentile rank is 30, you are scoring the same as or better than 30% of the organizations you are compared to.	Press Ganey
ACHN Patient Satisfaction-Overall Assessment	Includes two questions: 1. How well the staff worked together to care for you. 2. Likelihood of your recommending our practice to others.	Press Ganey
Hospital Patient Satisfaction-Willingness to Recommend Hospital	The likelihood that a patient will recommend a hospital to family members and friends.	Press Ganey



CCH Board Meeting November 2019

Ekerete Akpan, Chief Financial Officer

November 22, 2019



COOK COUNTY
HEALTH

Observations on Financials

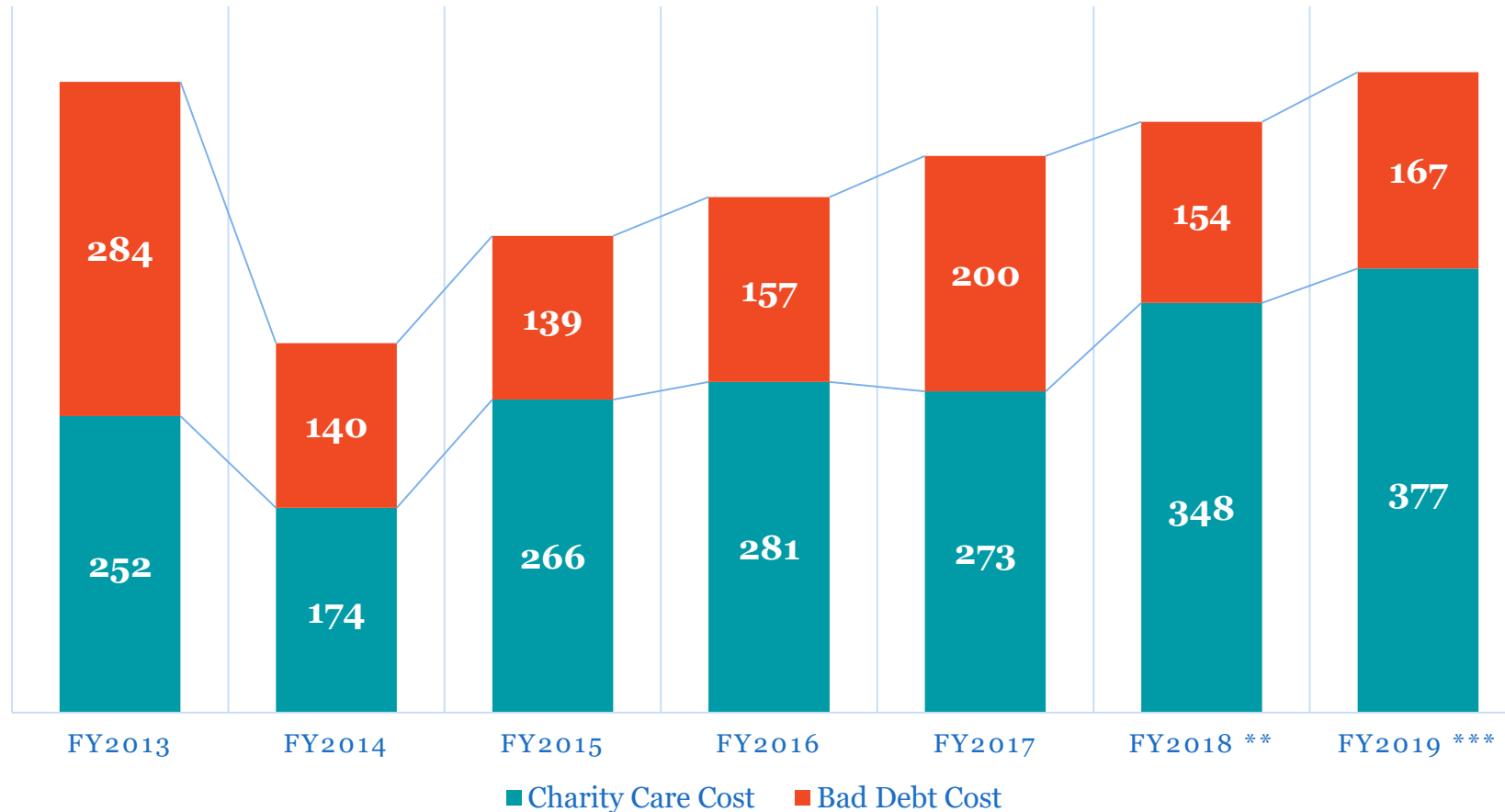
Revenues

- **Net Patient Service Revenues - \$562M, 6% unfavorable to target due to increasing and unsustainable growth in charity care, some lower clinical activity and lower revenue cycle activity**
 - **System-wide uninsured numbers**
 - **Captured by Visits, held at 45%**
 - **Captured by Charges, held at 40%**
- **CountyCare Capitation Revenues - \$1.4B, 5% unfavorable to target due to lower than budgeted enrollment as a result of lower State/County MCO enrollment. There is a corresponding reduction in expenses as a result.**
- **Other Revenues - \$13M , trending to exceed FY2019 target**

Expenses

- **Cost of Pharma - \$69M, unfavorable by 3% compared to budget and closely monitored/managed to get to target**

CCH Uncompensated Care* (in \$millions)



* Uncompensated Care is Charity Care + Bad Debt at cost

** FY2018 Actual from Audited Financials

***FY2019 projected



Income Statement for the Ten Months ending September 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<u>Operating Revenue</u>				
Net Patient Service Revenue	561,504	597,446	(35,942)	-6%
County Care Access Payments	345,710	-	345,710	n/a
CountyCare Capitation Revenue	1,439,151	1,518,125	(78,973)	-5%
Cook County Access Payments	55,054	55,054	-	0%
Other Revenue	13,046	10,833	2,212	20%
Total Operating Rev	2,414,465	2,181,458	233,007	11%
<u>Operating Expenses</u>				
Salaries & Benefits	553,780	594,281	40,501	7%
Overtime	39,368	29,835	(9,533)	-32%
Contracted Labor	55,239	25,590	(29,649)	-116%
Pension*	91,607	272,802	181,195	66%
Supplies & Materials	40,967	62,523	21,555	34%
Pharmaceutical Supplies	69,383	67,356	(2,026)	-3%
Purch. Svs., Rental, Oth.	222,945	281,909	58,965	21%
External Claims Expense	1,256,286	1,180,474	(75,812)	-6%
County Care Access Expense	345,710	-	(345,710)	n/a
Insurance Expense	22,234	24,530	2,296	9%
Depreciation	28,920	28,920	-	0%
Utilities	8,052	8,238	186	2%
Total Operating Exp	2,734,491	2,576,459	(158,032)	-6%
Operating Margin	(320,026)	(395,001)	74,975	19%
Operating Margin %	-13%	-18%	5%	27%
Non Operating Revenue	164,257	215,362	(51,106)	-24%
Net Income/(Loss)	(155,769)	(179,639)	23,869	13%

*Year to Date (10 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates



Balance Sheet for the Ten Months ending September 2019 (in thousands)

CCH - Balance Sheet Summary	Sept. 2019	Sept. 2018	Variance
<u>Current Assets</u>			
Cash and Cash equivalents	27,105	330,666	(303,561)
Property Taxes Receivable	63,219	69,572	(6,353)
Receivables	421,445	298,186	123,259
Inventory	16,673	18,425	(1,752)
Total Current Assets	528,441	716,848	(188,407)
Refundable Deposit	55,000	50,000	5,000
Intangible Assets	19,661	23,033	(3,371)
Capital Assets	489,575	440,037	49,538
Total Assets	1,092,677	1,229,918	(137,240)
<u>Deferred Outflow</u>			
Deferred Outflow	372,465	630,938	(258,473)
Total Deferred Outflow	372,465	630,938	(258,473)

Year to Date (10 months) Pension Liability per GASB
Pension includes Other Post Employment Benefits (OPEB) Expense
Internal Claims based on paid claims and estimated IBNR provided by third-party
actuaries priced at 100% of Medicaid rates
Cook County Health reflects a refundable deposit asset of \$50 million. The actual
balance of this deposit may vary due to claims payment timing, however, replenishment
of the deposit is reflected in Claims Payable on the balance sheet.

Balance Sheet for the Ten Months ending September 2019 (in thousands)

CCH - Balance Sheet Summary	Sept. 2019	Sept. 2018	Variance
Current Liabilities			
Cash Due to Treasurer	-	-	-
Accounts Payable	158,217	197,865	(39,648)
Accrued Salaries, wages and other liabilities	21,047	16,923	4,124
Claims payable	384,955	540,755	(155,800)
Compensated Absences	6,676	6,654	22
Pension Contribution Payable	66,386	51,274	15,113
Unearned revenue	15,726	15,985	(259)
Due to State of Illinois	-	-	-
Due to other county governmental funds	43	43	-
Due to others	6,994	-	6,994
Self-insurance claims payable	41,897	32,765	9,132
Total Current Liabilities	701,942	862,264	(160,322)
Compensated Absences	37,829	37,705	124
Self-insurance claims payable	137,913	138,832	(919)
Reserve for tax objection suits	12,342	13,003	(661)
Net pension liability	4,736,247	4,504,508	231,739
Total Liabilities	5,626,273	5,556,311	69,962
Deferred Inflow			
Deferred Inflow	757,108	561,886	195,222
Total Deferred Inflow	757,108	561,886	195,222
Net position			
Contributed Capital	500,687	445,806	54,881
Unrestricted	(5,418,925)	(4,703,147)	(715,778)
Total net position	(4,918,238)	(4,257,342)	(660,896)

Year to Date (10 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

Cook County Health reflects a refundable deposit asset of \$50 million. The actual balance of this deposit may vary due to claims payment timing, however, replenishment of the deposit is reflected in Claims Payable on the balance sheet.

Unaudited Financial Statement



**COOK COUNTY
HEALTH**

Clinical Activity Observations

- **Primary Care visits are up by 11% versus FY18, and up 5% versus FY19 target**
- **Specialty Care visits are up by 7% versus FY18 up 2% versus FY19 target**
- **Surgical Cases are down by 4% versus FY18, and down 10% versus FY19 target**
- **Inpatient Discharges are down 4% versus FY18**
- **Length of Stay is up 1% versus FY18, and up 1% versus FY19 target**
- **Emergency Department visits are down 1% versus FY18**
- **Deliveries are up by 5% versus FY18, and down 6% versus FY19 target**
- **Case Mix Index is up by 6% versus FY2018**

Financial Metrics

Metric	As of end Sept.- 18/YTD	As of end Sept.- 19/YTD	CCH Target	Best Practice Target
Days Cash On Hand	44	4*	60	204.7
Operating Margin**	-5.5%	-11%	-5.4%	2.7%
Overtime as Percentage of Gross Salary***	7.4%	7.6%	5.0%	2.0%
Average Age of Plant (Years)****	24.4	23.2	20	11.2

*Days Cash

**Exclude

Hospital System, and UI Health. (*Best Practice Target*)-Moody's report, August 2017 2.7%

***Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2% Report, August 2017

**** Average age of plant (years) (*Best Practice Target*)-Moody's report, August 2017 11.2 years



Revenue Cycle Metrics

Metric	Average FYTD 2019	Aug.-19	Sept.-19	Oct.-19	CCH Benchmark/Target	Best Practice Target
Average Days in Accounts Receivable <i>(lower is better)</i>	98	103	96	91	45.85 – 54.9*	47.8**
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	13	12	13	7	5*
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	19%	21%	22%	20%	5-10%***

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

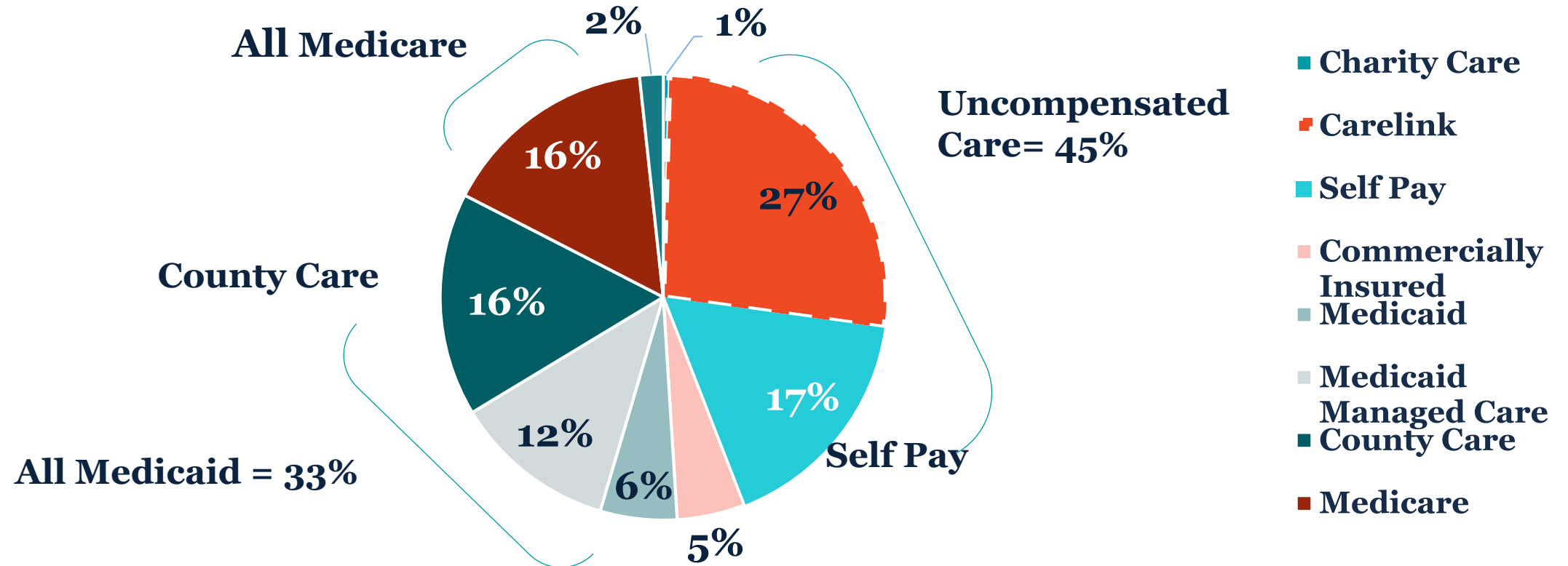
* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014

** *(Best Practice Target)*-Moody's report, August 2017 47.8 days

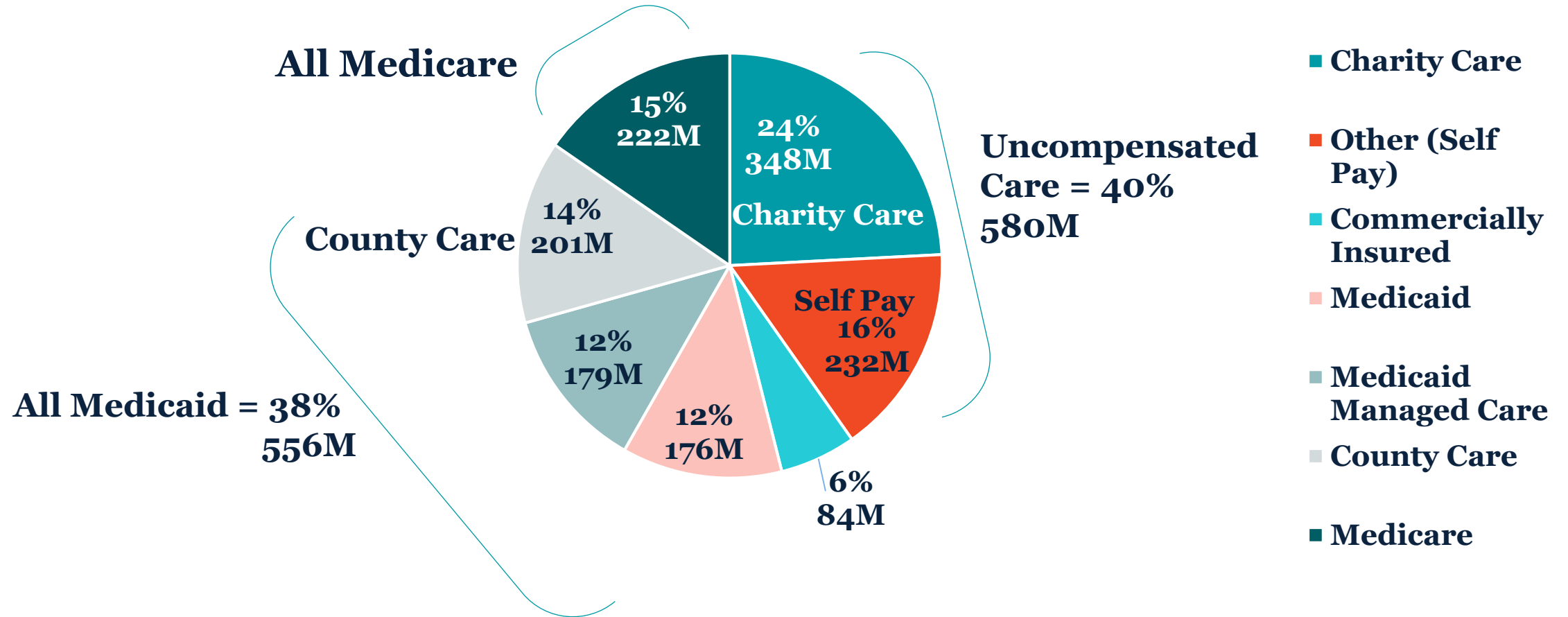
****(Best Practice Target)*-American Academy of Family Physicians, 5-10% industry average



System Payor Mix By Visit as of September 2019



System Payor Mix By Charges as of September 2019



Questions?



COOK COUNTY
HEALTH